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SEPTEMBER'S THEME:

Preparing for FY 2000

CARL'S NOTES

August was another busy month for me with trips to the field keeping me out-of-town most of the month. I participated in selection panels for four positions: Rock Island District- Chief, Project & Program Management, St. Paul District- Chief, Engineering, New Orleans District- Chief, Engineering and Jacksonville District- Chief, Construction Operations. I remain very impressed with the quality of the candidates we have for these leadership positions. Competition is strong and all of you who are interested in these positions need to act on your career choices carefully. Many of us are willing to help you with those decisions so please ask. In that vain while travelling around the Corps I've made it a point to stop in and talk to careerist in the E&C functions. I've learned a lot in those visits and have tried to share with the folks the big picture from HQ.

Later in the month, Dwight and I attended the Senior Leader Conference in San Francisco. Both the Chief of Engineers and the Assistant Secretary of the Army for Civil Works made outstanding presentations indicating a joint effort to keep the Corps on track to be "The Engineer team of choice - responding to our Nation's needs in peace and war." Dwight and I had the distinct pleasure at our awards dinner to present the Civil Works and Military Contractor's of the year. The Civil Works Contractor of the Year Award was made to Roen Salvage Company of Sturgeon Bay, Wisconsin. The Military Construction Contractor of the Year Award was made to Matherly Mechanical Contractors, Inc., of Midwest City, Oklahoma.

Bunny Greenhouse, Principal Assistant Responsible for Contracting, told the conference about the changes in contracting and the renewed focus on the Small and Disadvantaged Business program. The Chief described the changes as "sweeping" and predicted they would touch everything we do.

John D'Aniello updated the conference on the work being done to maintain a capable work force. Jerry Liebes, Chief of Regionalization Division in Human Resources, gave attendees a preview of the CD-ROM/Web-based Corps Path program that will give employees a comprehensive look at the Corps mission, history, traditions, and way of doing business. Fran Nurthen, Chief of Development Division in Human Resources, and Karen Northup, Deputy District Engineer for Future Directions in Seattle District, gathered input from the participants on leadership roles in implementing the project management culture. This later effort is part of the Workforce Development focus area.

During the conference I had a shadow, Peggy Harker from the Nashville District. We had a lot of time to interact during the conference although I lost my shadow three times the first evening at the crowded awards dinner..sorry Peggy! I also had the opportunity to meet and talk to many of our

CARL'S NOTES (CONTINUED)

Emerging Leaders. What an excited group of young professionals that will be the leaders of the Corps during part of the 21st century. From what I observed the Corps will be in good hands at least through the year 2020.

For more information on the Conference see the article [Senior Leaders Conference 1999](#) in this issue of the News or visit the SLC and ELC home page at <http://www.usace.army.mil/essc/slc>.

Over the Labor Day weekend, I had the opportunity to mix work and pleasure when I sailed on the flag ship of the Corps navy, the Motor Vessel Mississippi. The Mississippi Valley Division had invited me to accompany them on a portion of their low water inspection of the Mississippi River. On the trip I observed the vastness of the task facing the districts on the River. I also observed how the MV Mississippi serves both as a working tow boat and a floating conference center. While the number of "sailors" in the Corps is limited, the crew of the MV Mississippi is as professional as the crew of any ship in the U.S. Navy.

Last week I participated in the highly successful "Corporate Outreach Implementation Workshop" in St. Louis, Missouri. The conference sponsored by the Outreach Focus Team included presentation by Pat Rivers, Kristine Allaman, Jill Davis, Charlie Hess, Don Kisicki, and myself. Approximately 120 district personnel involved in corporate outreach attended it. One of the main issues was need to look at outreach opportunities in all aspects of USACE mission work, e.g. during study process look at other potential opportunities (Brownfields, HUD, EPA programs, FUDS, etc) not just specific purpose.

The workshop provided good; substantive input on USDA and FEMA account plans and added focus on goals and implementation plan development. From the information sharing part of the workshop resulted in adding several key new members to the account plan teams. The next issue of the News will include a more detailed report on the workshop. Minutes, presentations, and account plans will be added to the Corps homepage within the next few days.

As you prepare for the start of FY 2000, consider the information provided by the Programs Divisions in the *Preparing for FY 2000* section of this issue of the News. Our execution of the program during the coming fiscal year will have great impact on our future programs as Congress seeks to limit growth in domestic programs. Let's make the efforts of the engineering and construction elements a positive impact on the program. For FY 2000 we plan to continue to monitor private sector contracting at the MSC level using the Cost of Doing Business Report. While specific targets will not be established, the Corps programmatic goal of approximately 40% contracting for Civil Works planning, engineering, and design is easily achievable if the overall program execution goals are achieved.

On the administrative side of the organization, changes in the management of S&A accounts and in the standardization of indirect costing will require extra effort in the preparation of organizational budgets. The district's engineering and construction leadership needs to work closely with the Resource Management Office and the Programs and Project Management Division throughout September and October to insure that these changes are implemented with the least disruption of technical activities.

Fiscal Year 1999 has been as good year for engineering and construction; let's make the first fiscal year of the new millennium a better year.

DWIGHT'S NOTES

There's a lot of good food for thought in this issue regarding the upcoming fiscal year. FY 2000 holds considerable challenges for our engineering and construction community. Some are new, such as managing MILCON projects with little or no contingencies and managing S&A funds regionally instead of nationally. Some are old, such as finally adapting the PM business process to the entire project life cycle. The most compelling challenge in FY 2000, to me, though, is the project Carl and I planned this year and intend to launch this coming year: maintaining a capable technical workforce that thrives within the project delivery team environment.

Whatever your specific personal challenges are next year, I assure you they will involve managing change. If you are not comfortable with change yet, you are not "Prepared for FY 2000". In the year I have spent in headquarters since returning from LRD the following has occurred in my immediate environment:

- Military Programs implemented a major reorganization resulting in E&C gaining an important new mission (military O&M design and construction) and transferring another (Medical Facilities Office to Huntsville Division).
- The Strategic Management Board (SMB) was formed, making my job, and that of the other SES and GO in HQUSACE, much more future oriented. I spend at least 1/3 of my time now on strategic issues.
- Military Programs and Civil Works E&C staffs are developing into a cohesive team. We pull together on all major challenges and opportunities.
- The stovepipe around the engineering and construction functional in headquarters is disappearing as evidenced by our steady integration into the Project Delivery Team.
- The future of the Army has become a dominant driver in all we do: from barracks construction guidance to force protection criteria and expertise.
- The E&C staff is investing large chunks of time and resources identifying and developing tomorrow's technical workforce. We are key players in several "Capable Workforce" efforts within CP-18 and, by extension, other career fields.
- We've established strategic relationships with key industry and professional groups such as AGC, ACEC, AIA, NSPE, and ASCE. Likewise, we are developing important long-term relationships with selected federal agencies under the Corps Account Executive strategy. Our approach has shifted dramatically from passive partnerships to proactive alliances.
- Like you, E&C has lost some great talent due to retirement and reassignment. People like Terry Houghton (retired), Tom Kenney and the whole MFO staff (reassigned to Huntsville), Ron Hatwell (retiring October 23), and six others reassigned. I also have an infusion of seven super people from the former CPW to bring us into the installation business. On balance we are doing are high volume of highly diverse (many new) functions with less people.

FY 2000 will bring a higher rate of change, I believe, than FY 1999. The nation, the Army, and the industry are changing rapidly therefore we must too. The move to the GAO building will also make life interesting. Are we prepared for FY 2000? I believe so. I know FY 1999 has conditioned us to change and has increased our confidence to manage more change. We're not perfect at it, but we're not afraid of it either. And just in time. We are in the last year of General Ballard's tenure as Chief of Engineers. We are largely in synch with his intent (we had better be). I hope he continues to drive productive change in the Corps and "sprints to the finish line" late next summer. Should he do so we

DWIGHT'S NOTES (CONTINUED)

are in for a "very interesting" FY 2000. And in the latter part of FY 2000 we will be shifting our focus to helping the new 50th Chief of Engineers formulate his agenda for FY 2004. All this is pretty heady stuff. I'm looking forward to it.

(Editors' note: If you want to share your thoughts with our readers regarding Carl's or Dwight's Notes send an email to the E&C News editors (charles.pearre@usace.army.mil or denise.massihi@usace.army.mil). We'll publish a synopsis of your comments next time).

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Preparing for FY 2000

TOWARD A SUCCESSFUL FY 2000 - AND BEYOND

Some would say we are poised to move quickly out of the station for FY 2000. In point of fact, [our train](#) already left and will approach top speed very shortly. If you aren't on board yet, just stick out your hand and someone near the end of the train will bring you on board. We will only be successful because we work as a team and I thank you for the contributions you make. You will hear a lot about what we are doing and going to do for FY 2000 and beyond. Everything you hear will be important - the changes are very significant and the pace is accelerating.

Let me briefly address several important areas:

- 1) efforts toward and importance of a strong 1st quarter performance;
- 2) the current environment relating to caps and appropriations;
- 3) goals for the CW program as proposed in the new CMR+ and the Chief's endorsement of these goals at the recent Senior Leaders Conference; and,
- 4) an overall impression from the SLC.

First, we need to accelerate our first quarter [FY 2000](#) fiscal and physical performance. Three things we are doing that should help reach that goal are:

- 1) early loading of 2101 schedules;
- 2) reiterating and expanding procedures for obligating and expending funds prior to actual issuance of work allowances and FADS; and
- 3) simplifying our CW program VTC process and earlier issuance of guidance.

This is the first year that we have asked for estimated schedules to be loaded into the 2101 database before issuance of work allowances. Once work allowances are issued, schedules should be finalized much sooner than in prior years. My hope is that this will facilitate your planning for early execution and permit you to "hit the ground running" in FY 2000.

By now you should have a joint guidance letter from Steve Coakley and me on procedures involving work allowances and FAD's. This will help you understand the procedures for obligation and expenditure of funds prior to issuance of work allowances. We also plan to simplify the VTC process for the Civil Works program and issue earlier guidance to ensure that you can get an earlier start, specifically on Congressional adds.

The Fiscal Year 2000 appropriations process continues at a slow pace. The primary reason is that the budget caps agreed to by the Congress and the President in the Balanced Budget Act of 1997 do not allow for sufficient new budget authority to satisfy needs. The President managed to avoid breaking the caps with his budget by proposing a wide variety of new user fees and other offsetting collections. The proposed Harbor Services Fee is just one of the many. Since virtually none of these have been enacted, the Congress is unable to claim the offsets in its budget. As a consequence, the Appropriations Committees have had an enormous task to satisfy the demands for new budget authority and stay within the total new budget authority allotted. To date the President has only signed the Military Construction Appropriations Act. Also, only two other conference reports have been completed (District of Columbia and Legislative).

Both the House and Senate have passed their version of the Energy and water Development Appropriations Act, but they are far apart. The House bill is \$1.5 Billion less than the Senate, but for the Civil Works program the House is almost \$500 Million over the Senate. With this difference it will be difficult to arrive at a conference agreement. The same is true with several other appropriations bills. Also the President has issued some veto threats. Look for a great flurry of contentious activity in late September and early October; my guess is that conference for the Energy and Water Development bill will be late and there is a good chance for a CR early in the new FY.

Third, there are the goals for the CW program as proposed in the new CMR+. We have established a strategic target of expanding our Civil Works Program to a \$5.5 billion (constant \$) direct funded support level by 2005. We have also set a strategic target of expanding our reimbursable support for others work by 3% per year. We believe the national needs are there but that, in fact, we are not being articulate enough in portraying those needs and our capability in providing the appropriate solutions. Both the Chief and Dr. Westphal are providing us the needed leadership vision and recognition of the potential for us to provide a much more robust program of answering national water resource needs. They are providing the proactive leadership and risk taking which we have not had in the past to expand our program. You can get a sense of this in my [final](#) discussion item below.

There was some very good news at the recent Senior Leaders Conference in San Francisco. The Chief and the ASA(CW) have encouraged a stronger advocacy role for the Corps in water resources development, management and protection. That is, they have challenged us to take the lead, from a Federal standpoint, in identifying the Nation's needs for water resources, evaluating investment opportunities and informing decision-makers of the implications of various decision options. In short, we are to assure that water resources needs are fully considered in the forums where priorities are established for Federal investments. They have also pointed out that we should be broader in our evaluation of problems; flood control and navigation needs cannot be looked at as discrete matters that

are unrelated to water supply, recreation, wetlands protection, environmental restoration needs, etc. This direction has **very** significant implications for all of us involved in civil works program development.

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EXECUTING THE MILITARY PROGRAM FOR FY 2000 (ARMY)

The FY 2000 Military Construction, Army (MCA) budget was submitted in February 1999 and included 69 construction projects with a total value of \$1.2B. Because the majority of projects were identified for incremental or phased funding, the appropriation request was less than half the program's value, or \$564.5M. The budget also included requirements for the Unspecified Minor Program (\$9.5M), Planning & Design (\$60.7M), and Host Nation Support (\$21.3M) for a total appropriation request of \$656M.

Congressional action on the FY 2000 MCA budget is essentially complete. In fact, the FY 2000 Military Construction (MILCON) Appropriations Bill was signed into law on 17 August 1999. The FY 2000 Department of Defense (DOD) Authorization Bill is another matter. The bill has been finalized in conference but there will not be a floor vote on it until Congress returns from recess around 15 September 1999. It is possible for the bill to be approved and sent to the President before the end of Sep. Timely enactment of the Authorization Bill is uncertain since the possibility of a presidential veto exists and until both bills are enacted construction funds can not be made available.

With Congressional action almost complete, the makeup of the FY 2000 MCA program is somewhat established. In summary, the FY 2000 MCA program includes 67 projects that are fully funded (\$806.4M) and fully authorized (or had sufficient authority from a prior year). Authority to advertise these projects subject to the availability of funds is being provided as requested. There are also 14 projects that were funded and/or authorized but in disparate amounts. The Army is analyzing these projects to determine the best course of action for accomplishment and additional guidance is expected shortly. The program's 81 projects include 25 projects that were inserted by the Congress.

The FY 2000 MCA program includes two "general reductions" which total \$51.3M and come off the total funded amount of the program. These reductions equate to an average shortfall of 5.2% of a project's programmed amount and will have a major impact on accomplishment of the program. Ostensibly, Congress eliminated all funds earmarked for contingencies and reduced the amount included for inflation. Congress also directed that no projects be canceled as a result of these reductions. At the moment there is no plan to direct any scope reductions or to direct any changes to on-going solicitations. As bids are received and the cumulative impact of those bids on funds available becomes apparent, further belt-tightening guidance may be necessary. In the meantime, the Army has developed slightly revised procedures for funding awards based on bids received. Contingencies will be funded at 2% with limited funds available for user-requested changes. Obviously all projects can not be awarded if the average project current working estimate (CWE) is not 5% under the comparable programmed amount. More than ever before, construction funds will be extremely tight this year. It is imperative for us to develop base bid packages that are economical and incumbent on us to act prudently in the identification of changes subsequent to award.

To avoid unnecessary speculation on the FY 2001 MILCON program, indications are that all the Services and the Office of the Secretary of Defense (OSD) have agreed to program 5% for contingencies in the FY 2001 MILCON budget.

In addition to the general reductions discussed above, the FY 2000 MCA program does not include the chemical demilitarization projects. These were transferred to the Defense Agencies account. Nor does the program include the five MCA projects planned for Germany. These projects are to be funded from the FY 1999 Emergency Supplemental Appropriations Act. Additionally, funding included in the bigger FY 2000 MILCON budget for the Energy Conservation Improvement Program was “zeroed out”. OSD, however, has requested that Services continue to develop and identify projects for the program.

Finally, the Army Family Housing (AFH) MILCON budget request, which was restricted to outside the continental United States (OCONUS) projects, was increased to \$76.2M with the addition of three continental United States (CONUS) projects at Fort Lewis, Fort Campbell and Fort Lee. Based on congressional concerns during the FY 2000 budget process, the FY 2001 program will include CONUS projects and it will be increased to at least \$150M.

Execution of the FY 2000 MCA Program will be severely impacted by the lack of adequate planning and design (P&D) funds during FY 1999. This problem was first identified 20 November 1998, when HQUSACE briefed the Assistant Chief of Staff for Installation Management (ACSIM) and the Assistant Secretary of the Army for Installations and Environment (ASA (IE)) and alerted them of a potential funding shortfall in the MCA P&D. OSD/HQ, Department of the Army (HQDA) adjustments made in late January 1999 to the President’s FY 2000 budget request placed further requirements on this already under funded account. HQDA would not support a reprogramming until mid-year reports were available to confirm a high obligation rate. Finally, with support from the ACSIM and ASA (IE), a reprogramming request for P&D in the amount of \$18M was signed by the HQUSACE, Director of Military Programs on 18 May 1999 and sent to HQDA. This request was then processed through the appropriate Army offices in the Pentagon. It was eventually signed out by the Assistant Secretary of the Army for Financial Management & Comptroller (ASA (FMC)) and delivered to OSD on 15 June 1999. The OSD (Comptroller) signed out the reprogramming package to Congress on 20 July 1999. As of 27 August 1999, Congress has yet to approve the request.

The delay in receiving the reprogramming approval has placed USACE in the difficult situation of managing very limited P&D resources across all MILCON districts in an attempt to insure as much work as possible continues on a very active design program. The FY 2000 construction program is the most severely affected program year. As of 27 August 1999, final design contract awards and modifications are being delayed on 29 MCA/Medical MCA projects due to lack of funds. This equates to over \$9M in Architect/Engineer (AE) fees. Some projects have been delayed for 6 months. Additionally, even though we have received early design releases on the FY 2000 Congressional inserts, there is no P&D funding available to initiate designs. In an effort to keep in-house efforts going, we have 'borrowed' \$2.1M from the Host Nation Support (HNS) P&D account. These funds were to be used for HNS AE contracts and must be paid back once additional funding is obtained.

The outlook for FY 2000 MCA P&D is much brighter – not only was the Army’s request fully funded, but also Congress actually supplemented the account to cover the cost to design the congressional inserted projects. This has been an unfunded expense in the past. Last year, HQUSACE was given the opportunity to brief DA at the FY 2001 Project Review Board (PRB) and again this year for the FY 2002 PRB. We have obtained DA’s assurance that P&D will not be under-programmed in the future.

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AIR FORCE MILITARY CONSTRUCTION FOR FY 2000

The FY 2000 MILCON, Air Force (Active) (MCAF) budget was submitted with a total value of \$559.9M. The budget also included the Active Unspecified Minor program (\$8.7M) and Planning & Design (\$28M) for a total request of \$596.6M. The USACE portion of the MCAF budget included 49 projects totaling \$420.5M.

The FY 2000 MCAF program includes 75 projects totaling \$650.3M; of which, 25 projects totaling \$224.7M are congressional inserts. The Air Force is granting advance-advertising authority subject to availability of funds on a project by project basis. The total Air Force appropriation for the FY 2000 P&D is \$36M.

The Air Force's FY 2000 P&D request was reduced by \$16M during the Program Budget Decision cycle. Therefore, a reprogramming package is currently being initiated to provide funds to complete FY 2001 designs and to start FY 2002 design.

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SENIOR LEADERS CONFERENCE 1999

If the "old" U.S. Army Corps of Engineers was like a radio station (WCOE), a recent group of emerging leaders said, it would play only classical music no matter what the listeners wanted. What the Corps needs to be successful in business ("to get those new listeners"), is to change the format to a broad-based customer focused lineup. The Corps might even call some of its former listeners and tell them how it has changed.

The recent Senior Leader Conference in San Francisco gave the entire leadership a quick look at the Corps' new format. Characterized as "great" by the Chief of Engineers, LTG Joe Ballard, the last conference of this century set the course for anchoring those new business approaches in the Corps' culture.

Headquarters general officers, senior executive service (SES) members, principal staff officers, as well as commanders and SES from the divisions, laboratories, and centers, attended the conference hosted by San Francisco District and South Pacific Division.

The week began with a Board of Directors meeting and a Command Management Review (CMR). During the next three days, topics discussed ranged from current high profile projects, to an update on initiatives related to new business processes and developing the capable work force. The final morning was devoted to hearing from this year's group of emerging leaders, and to the Chief's town hall meeting.

The Corps is currently providing support to the soldiers in Kosovo with a primary goal of "getting soldiers out of the mud as soon as possible," said North Atlantic Division Commander COL(P) Steve Rhoades.

MG Milton Hunter, Deputy Commanding General for Military Programs, briefed the conference on the Residential Community Initiatives that may privatize family housing across the Army. MG Hunter termed this a "major business opportunity" that will allow the Corps to realize its vision of being more relevant to the Army.

Pat Rivers, Chief of Environmental Division in the Directorate of Military Programs, and Jim Johnson, Chief of Planning Division in the Directorate of Civil Works, discussed the work they were doing under "Livable Communities." This effort will help communities achieve environmental, economic and social advances using the combined capability of the military, civil works, and support for others programs.

Rivers said they are also showing communities how to work with other federal agencies, so "one door to the Corps" will come to mean that the Corps is "the one door to the federal government."

At a previous conference, senior leaders had identified the top priorities. John D'aniello, Deputy Director of Civil Works; Don Leverenz, Assistant Deputy Chief of Staff provided updates on these initiatives for Research and Development; and Dr. Ed Link, Deputy Chief of Staff for Research and Development. The subjects included such issues as aligning Headquarters and the field to better serve customers, delegation of authority to the field, and the future of knowledge management

All divisions have implemented the Regional Management Board as a way to look at regional issues and operate more effectively and efficiently. Steve Coakley, Deputy Chief of Staff for Resource Management, and Paul Sequin, a Team Leader in Strategic Management, discussed the similarities and differences of these boards that have become critical in the development of the Regional Business Center concept.

The Corps is working on customer outreach on several fronts—outreach to the customer, support to the Army, the international program, and brand management. With an ultimate goal of ensuring success of Corps customers, Charlie Hess, Chief of Operations Division in the Directorate of Civil Works, told the group of their efforts at enhancing business opportunities for the right work and the right reason. Rivers discussed initiatives surrounding brand management, "how do others see us and how do we see ourselves." Kristine Allaman, Chief of the Installation Support Division in the Directorate of Military Programs, discussed work with the Army, and Don Kisicki, Chief of Interagency and Intergovernmental Support, provided an update on the international arena.

Developing measures that will help the Corps achieve its future vision is part of the CMR+ initiative. During the conference, Fred Caver, Chief of Programs Management Division in the Directorate of Civil Works, and Johnson updated the participants on efforts to develop nine measures to track mission, client-customer relations, business practice and capability, and innovation.

Workshops during the conference gathered feedback on the CMR+ initiative, as well as comments on the individual measures currently proposed. Ballard noted that he has received a number of comments on the term "command management review" and is open to a name that better describes the forward-looking nature of the initiative.

Hess also explained the current efforts to refocus the Operations and Maintenance (O&M) mission of the Corps. Currently reviews are being held at each division to gather common themes and issues. The initiative is a three-pronged approach with efforts being focused on catching up on the backlog of maintenance, determining the best way to prioritize maintenance, and identifying how much property the Corps owns and how much it needs to own to make good business sense.

Bunny Greenhouse, Principal Assistant Responsible for Contracting, told the group about the changes in contracting and the renewed focus on the Small and Disadvantaged Business program. Ballard described the changes as "sweeping" and predicted they would touch everything we do.

D'Aniello updated the conference on the work being done under the capable work force heading. Jerry Liebes, Chief of Regionalization Division in Human Resources, gave attendees a preview of the CD-ROM/ Web-based CorpsPath program that will give employees a comprehensive look at the Corps mission, history, traditions, and way of doing business. Fran Nurthen, Chief of Development Division in Human Resources, and Karen Northup, Deputy District Engineer for Future Directions in Seattle District, gathered input from the participants on leadership roles in implementing the project management culture.

Participants also heard from several outside speakers. Richard Calder, Director of Administration for the Central Intelligence Agency, told the group about his efforts to instill a market business process in his organization. Kay Whitlock, Assistant General Manager of the Santa Clara Valley Water District, talked about their local sponsor partnership with the Corps, and efforts to work together to provide the best projects for communities.

Dr. Joseph Westphal, Assistant Secretary of the Army (Civil Works), discussed the changing nature of leadership and the environment and potential new missions for the Corps.

This year's emerging leaders delivered their messages with the usual light touch and humor that has become a tradition. Besides the WCOE classical music radio station analogy, the group used "Vision TV" programs such as "The Ballard Bunch," "ELCNN News", "General Ballard's Neighborhood", the "Wizard of Vision," "Jeopardy," and a documentary.

They then solicited feedback to ensure the audience received the message. Points such as "get middle management involved," "move toward a matrixed organization" and "let creativity flow" were identified. Ballard said that the messages were clear and in some cases sobering, and commended the group as true problem-solvers and creative thinkers.

Ballard wrapped up the conference by talking about the accomplishments of the past year and future challenges. Picking up the emerging leader's message, he talked about the Corps' new format. "We are implementing new business processes, and we won't be going back to a stovepipe organization," Ballard said. He charged them with challenging the status quo and rewarding creativity and success, and reminded them that solutions are in people, not in technology.

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(Editor's note: This is just a brief synopsis of this year's Senior Leaders Conference. To view the presentations made and find out more about the topics discussed, visit the SLC and ELC home page at <http://www.usace.army.mil/essc/slc>.)
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THERE'S NEW "BEEF" IN FLAT RATE S&A FUNDS MANAGEMENT

In the past Districts lived from year to year with their Construction Supervision and Administration (S&A) budget. If a district's income exceeded expenses, then it "deposited" the difference into the central S&A account. Conversely, if a district's expenses were greater than its income, then they "withdrew" the difference from the central account. At the end of the fiscal year, a district's slate was wiped clean and their account balance was zeroed out—and it started all over on October 1st. If one district had a good year; managed below

their S&A expense targets, it didn't mean much. They started the new Fiscal Year equal with other districts that may have exceeded their targets (regardless of reason).

Senior leadership within the Corps began to ask the question -- "Where's the beef?" or translated, "Where's the equity?" This procedure offered little reward for meeting S&A expense targets. In August, the Corps' Board of Directors (BOD) approved a plan which will improve the current method of S&A flat rate management and promote the MSC Regional Business Center concept. Because construction happens in phases with very little "ditch digging" at the start or end of a project, and workload mix and size may vary from year to year, USACE is implementing a plan which gives the MSC more flexibility to deal with these year to year variances in flat rate S&A income and expenses.

Each MSC will have a "checking account" with an opening balance based on their current workload. Just like your personnel checking account, if you deposit more money in your account than you "write checks on," your balance will grow. HQUSACE will also maintain a S&A reserve for large unknown events like construction pauses or moratoria, unanticipated closures or privatization, or extended continuing Congressional resolutions or failures to appropriate construction dollars in a timely manner.

The biggest potential benefits for regionalizing S&A management are increased flexibility in the field to accumulate ("save") S&A flat rate income "seed" from good years to help cover S&A flat rate expense losses in the "lean" years. A secondary benefit avoids the "spend it or lose it" syndrome at the end of the FY. The biggest risk is lack of discipline -- thinking this is now a "bag of money" slush fund that can be spent for "whatever is a critical requirement." The second big risk is the "lottery" syndrome, of betting that I can spend more this year, because next year "I am going to win the lottery with a big increase in placement or a big decrease in costs." These "risks" must be managed carefully as there is not a lot of flexibility or ability to quickly turn S&A expenses off or S&A income on.

The bottom line is that MSC's, under this regional S&A management approach, will have a more "forward" focus. It promotes wise investments in the construction workforce, which should produce long term benefits. MSC's will have more flexibility in responding to their customers needs -- and that's what our business is all about -- Customers. More to follow as details are disseminated through Programs Management and Resource Management channels. Note: This new regionalization policy is effective now --see your RM partners to make sure it's implemented during this year-end closeout. It's a great way to usher in Y2K!

POC: PETE ALMQUIST, CEMP-EC, 202-761-1258

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REGIONALIZATION OF SUPERVISION AND ADMINISTRATION (S&A) MANAGEMENT

Effective 1 October 1999, the management of the S&A accounts will be delegated to the MSC's. This will help promote the regional business center concept. Current practices provide little incentive for commanders to be efficient. There is no reward for spending less than the income generated. Performance is managed on an annual basis and construction projects are rarely accomplished in a fiscal year. Construction happens in phases with very little "ditch digging" at the start or completion of a project. Workload mixes also vary; workload may ramp down one year and then increase the next. These cyclical construction phases create challenges for an MSC to live within its income on an annual basis.

The proposal that was adopted at the Senior Leaders Conference is outlined in the following paragraphs.

- 1) An S&A "checking account" will be opened for each MSC. Their beginning balance will be based on their prorated portion of one-quarter of the reserve or approximately \$14 million, leaving approximately 3-months reserve in tact. MSC's FY 1999 workload will be

the basis for the prorated allocation. MSC's take ownership of these funds and with it control of their destiny from that day forward. Gains and losses, starting this fiscal year, will be credited to the MSC S&A checking account. The differences in S&A income and expense become the MSC's responsibility to manage. MSC's retain their balance for future use and are expected to recoup their losses.

- 2) Separate MILCON and O&M rates and accounts will still be maintained, but for management purposes they will be viewed corporately as a combined MSC account. HQ, on the other hand, will corporately manage the two separate accounts.
- 3) Of the total S&A reserve, approximately \$43 million will be retained in the central account managed by HQ. This reserve is maintained to cover program and seasonal variations and to assure funds are available to cover post construction and closeout costs. It will sustain USACE in the event of a temporary shutdown for up to three months and could be used to float a loan to an MSC in case of hardship.

This method provides an incentive for MSC's to wisely manage their regional S&A accounts. If their expenses stay below income, they grow a balance for use during low-income phases of the construction. If their expenses exceed income consistently, they must take action to reduce costs to stay within their finite account. Their only recourse would be a formal request for a loan from the Chief to be withdrawn from the central S&A account. The regional S&A management approach also has a more "forward" focus. It promotes wise investments in the workforce, which produce long-term benefits. MSC's will have greater flexibility in responding to customers needs.

The corporate S&A reserve is not at risk as the reserve total (\$57 million) is maintained in the corporate account. The Command is delegating responsibility to MSC's for one-quarter of the reserve as shown below.

MSC share of reserve (rounded)		
HNC	567	550
LRD	987	1,000
MVD	0	0
NAD	2,697	2,700
NWD	2,246	2,250
POD	2,079	2,075
SAD	2,279	2,275
SPD	1,261	1,250
SWD	1,588	1,600
TAC	296	300
Total	14,000	14,000

A list of field questions and HQUSACE responses on this subject is available at <http://www.hq.usace.army.mil/cemp/C/questions-2.doc>.

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STANDARDIZE INDIRECT COSTING

The Standardize Indirect Costing EC was signed on 19 August 1999. This change will impact all district organizations with supervisory responsibility for field offices, including construction and operations projects.

The publication is available on the USACE web site (regulation & engineering circulars) at the following URL: <http://www.usace.army.mil/usace-docs/eng-circulars/ec37-1-261/entire.pdf>. The implementing procedures (Appendix B) involve a significant effort that must be accomplished to properly close out this year and set up accounts for next fiscal year. This impact heavily on RM, construction, operations, and the district field offices. If your district has not planned out how it is going to implement these changes you should get the appropriate district team members together and start now. Project managers should be familiar with the policy in case customers have questions about how it affects their cost.

This change will also effect engineering indirect overhead when the district has a combined engineering, construction, and/or operations organization.

POC: PHILIP BLOUNT, CERM-P, 202-761-1267

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International Activities

CORPS OF ENGINEERS OBSERVERS VIEW TURKISH EARTHQUAKE DAMAGE

Drs. Krinitzsky, Olsen, and Chowdhury, from the Waterways Experiment Station in Vicksburg, were sent to Turkey on 19 August 1999 to perform earthquake reconnaissance of the effects of Turkish 7.4 magnitude 17 August earthquake epicentered at Izmit, Turkey. The confirmed death toll at this writing is about 12,000 and thousands of concrete structures are either destroyed or heavily damaged. The principal mission of our team was to observe and document the behavior of dams, harbor facilities, and ground failures (such as liquefaction, settlement, and sliding) as a result of this earthquake. The team inspected a total of six dams (soil and earth/rock fill) in the area of the major shaking (within 40km of the fault rupture) while accommodated by officials from the Istanbul Water Administration and other local cities. Three of the dams experienced minor and explainable cracking along the crests. Four of the dams experienced possible minor slumping at the bottom of upstream or downstream slopes. A waterfront area in the city of Golcuk (2 km south of Izmit) sank approximately 1 meter due to unusual fault expression or liquefaction induced settlement. Further field testing is required to fully understand the field observations. In the city of Adapazari (50 km east of Izmit and along the fault rupture) numerous structures experienced liquefaction of their foundations, resulting in vertical settlement as great as 1.5 meters and tilting of buildings as great as 35 degrees. The preliminary field evaluation indicates that liquefaction occurred within a thick, loose, rounded gravel (maximum size of 8mm) foundation layer. These are among the first documented cases of building foundation failure due to gravel liquefaction - there are numerous historical cases of similar failures due to liquefaction of sands. Local residents in the city of Adapazari also reported that numerous structures had settled a distance of 1 or 2 stories into the soil; our team found that in all cases these failures were, in fact, structural collapse of the first or first and second floors into the basements. The team returned to CEWES on 26 and 27 August 1999.

The following Turkish and US officials were contacted or visited during our visit:

1. The three CEWES members met with Prof. Mustafa Erdik to obtain earthquake information and arrange for student translators. Prof. Erdik is the chairman of the Department of Earthquake Engineering at Bogazici University and was an acquaintance of Dr. Krinitzsky.
2. Dr. Olsen contacted the US Consulate in Istanbul. He talked with Ms. Juan Alsace and Ms. Mary Ann Whitten (head of the Press Room) to obtain names of people and telephone numbers related to the earthquake investigation effort. Olsen initially called US Capt. Murat Shekem, main coordinator at the Operations Disaster Center (ODC) at the Istanbul international airport. Capt. Shekem referred Dr. Olsen to Major Bill Pitts, U.S. Army. Major Pitts suggested that Dr. Olsen (with his Turkish interpreter) visit the ODC because most of the Turkish government agencies were represented.
3. Dr. Olsen met with numerous Turkish and US military members at the ODC over a 4-hour period. These included Major Pitts, (ODC coordinator), several majors in the Turkish army, Dr. Tanay Sidki Uyar (Technical advisor for State Affairs of Water, Turkey) and Mr. Mehmet Duman (Istanbul director of Foreign Relations). Finally, we met Mr. Halil Tanir (Water Construction Department head, Istanbul Water Administration (ISKI)), Mr. Cemaletli Yicher (geologist with ISKI), and Mr. Ahmet Otbeli (Civil Engineer with ISKI).
4. Dr. Olsen, Mr. Tanir, Mr. Yicher, and Mr. Otbeli drove to the ISKI administration building in the late afternoon. They met with Mr. Lutfi Aydin (Director of Administration Office, ISKI) and then with Dr. Veysel Erglu (Director General of the Istanbul Water Administration). The team established plans for visiting numerous dams for the following two days.
5. Dr. Olsen met Mr. Cemaletli Yicher (geologist with ISKI), Mr. Ahmet Otbeli (Civil Engineer with ISKI), Mr. Halil Tanir, and one other gentleman to visit two critical earth/rock dams located south of the fault rupture in the cities of Cenarcik and Bahcecik. We briefly met with the head of the Istanbul Metropolitan Municipality in Yalova after traveling by car ferry from Istanbul and before traveling to inspect the first earth/rock dam. Visits to dams would not have been possible without the accompaniment of Turkish officials, since either military or municipal security forces guard dams in Turkey.
6. Dr. Olsen met with Mr. Yicher and Mr. Tanir at ISKI and inspected two dams north of the fault rupture.
7. Dr. Krinitzsky and Chowdhury met with city officials in Golyaka and Yigilca before visiting two dams near the fault and 90 km East of Izmit.
8. Dr. Olsen was contacted by ACIK Turkish radio about doing a live interview on his earthquake engineering observations of structure and foundation performance this earthquake. Dr. Olsen obtained approval from the CEWES Public Affairs Officer, Mr. Billy Bridges, and Dr. Bill Marcuson, III (Director of the CEWES Geotechnical Laboratory) prior to discussing observations with any news media in Turkey. The live interview occurred and was audio taped by the radio station (for rebroadcast) and by Dr. Olsen (a written transcript of the English questions and answers is available from Dr. Olsen). Mr. Bridges also contacted the BBC for possible interviews. An interview with Dr. Olsen was taped but was not broadcast live.

Film and digital photographs are being processed at this time; a complete report and preliminary analysis of observations and activities is in preparation and will be distributed on its completion.

POC: JOE KOESTER, CEWES-GG-H, 601-634-2202

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ICOLD ANNUAL MEETING AND SYMPOSIUM

The 67th Annual Meeting of the International Committee on Large Dams (ICOLD) will be held 19-25 September 1999 in Antalya, Turkey. In conjunction with the annual meeting, a symposium will be conducted on 23 September 1999 and a workshop on 24 September 1999. Arthur Walz (CECW-EG) and Earl Eiker (CECW-EH) will represent the U.S. Army Corps of Engineers at the meeting.

The subject of the one-day Symposium is “Dam Foundations – Problems and Solutions.” The aim of the Symposium is to exchange knowledge and experience on dam foundation design and construction and to discuss problems encountered in foundations among engineers, scientists, contractors and other professionals working in the field of dam engineering and construction. The emphasis will be on case histories.

The following topics will be covered during the symposium:

- Design and construction of dams on permeable soils and rocks and methods of foundation treatment and design for water tightness or acceptable seepage;
- Ground improvement techniques applied in dam foundations;
- Settlement of dams due to compressibility of foundation soils and rocks, and its effect on behavior of dams, including earthquake effects;
- Design and construction of dams on unfavorable formations-case studies (Karstic, collapsible, soft, etc.); and
- Problems of abutment and foundation stability.

The subject of the workshop will be “Benefits of and Concerns about Dams.” Today living conditions of billions of people are improved by the construction of dams. Besides the essential need for potable water, production of food through irrigation, energy and power production, flood control, provision of recreational facilities are among the major benefits of dams. On the other hand any negative social and environmental impact of dams and reservoirs must be kept to a minimum. Dam engineering professionals today are well aware of these facts and concerned about the environment, both natural conditions and social aspects. Environmental engineers and specialists from related disciplines assess the environmental effects to reach sound solutions. Planners, engineers and scientists today design projects, which take into account and reduce the cost to society and the environment. Benefits and costs as well as social and environmental considerations form a common basis for decision making. To focus attention on this very important issue and to share practices and experiences of different countries, a half-day workshop on “Benefits of and Concerns about Dams-Case Studies” shall be organized on 24th September 1999 morning.

The following topics with emphasis on case studies will be discussed during the workshop:

- Major benefits of dams, including flood control, energy and power production, agricultural and food production, water supply, navigation, recreation and environmental enhancement;
- Management of concerns, including environmental, social and cultural effects;
- Evaluation procedures and decision making, including cost/benefit analysis, discounted cash flow methods, practicability of small scale or other alternatives to dams; and
- Methods of achieving consensus, including public participation in the implementation process, definition of goals, understanding the role of interest groups, the role of funding agencies.

To enrich the experiences of delegates by organization of demonstration, interactive programs and exhibiting the latest advanced technology/practices being used in dam engineering; an exhibition is being organized from 23 to 25 September 1999, at Pyramid Congress Centre in Antalya. In conjunction with the DAM CONSTRUCTION '99 International Fair will be organized at the same venue of 67th Annual Meeting of ICOLD. The fair is open to participation of all national and foreign companies active in dam construction industries. Energy, irrigation, water supply and flood control are one of the basic aims of the social and economic development around the world. Increasing demand of those factors in Turkey and all over the world necessitates the follow up to the latest development in this sector. The prime objective of the DAM CONSTRUCTION '99 International Fair is to provide an excellent opportunity for exhibitors and visitors to get the first hand information for state-of-the-art technologies, to exchange of views, to widen their personal and professional contacts and to furnish an ideal atmosphere for technical, economical and commercial co-operation. The Turkish National Committee encourages all national and foreign entities to take advantage of this opportunity to demonstrate their ability in dam construction new technologies in the DAM CONSTRUCTION '99 International Fair, organized in conjunction with ICOLD 67th Annual Meeting. The exposition will attract manufacturers, construction industries, consultants, investors, joint venture partners and software programs besides providing an excellent opportunity for interaction and participation in Turkey's development in dam engineering.

POC: ART WALZ, CECW-EG, 202-761-8681

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Update

RETIREMENT OF RONALD J. HATWELL, CHIEF, COST AND SYSTEMS BRANCH ENGINEERING AND CONSTRUCTION DIVISION, MILITARY PROGRAMS

On 23 October 1999, Ronald J. Hatwell will retire from Federal service after over 33 years with the U.S. Army Corps of Engineers. Ronald started his Federal career in June 1966. He became Chief, Cost and Systems Branch, in April 1990. Mr. Hatwell is a registered professional engineer and hold membership in the American Society of Mechanical Engineers and the American Society of Cost Engineers.

Mr. Hatwell has been an advocate for Cost Engineering, Computer Aided Design Drafting (CADD), and Geographic Information System (GIS) during his assignment at HQUSACE. Prior to his

assignment at HQUSACE, Mr. Hatwell served in several capacities within the Corps' European Division in Frankfurt, Germany, including Chief, Cost Engineering Branch (4 years); Chief, Information Management Office (2 years); and Chief, Technical Engineering Branch (2 years).

All those that worked with him over the past 34 years will miss Ron's leadership and guidance. A retirement luncheon for Mr. Hatwell is currently being planned and details will be furnished to the field in the near future.

POC: MOHAN SINGH, CEMP-E, 202-761-0211

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LEAD BASED PAINT PROGRAM MANAGEMENT PLAN

Over the last five and a half years, I've had the wonderful opportunity to work on a CONUS-wide lead-based paint remediation contract. Since this was a one-of-a-kind contract, we did not try to manage it in a "traditional" manner. Our goal was to try to allow installations "have it their way".

As a result of the unique contract coverage and our management approach, we (the Project Management Team) tried almost every combination of agencies or organizations to achieve the management service desired by the installation or dictated by the amount of available dollars. The following are a few of the organizations that were involved in managing the contract and the work performed:

- a. USACE Center for Public Works – in-house engineer staff
- b. Installation DPW's/BCE's in-house construction managers,
- c. Local USACE District – in-house construction managers,
- d. USACE Center for Public Works – A-E contractor construction management services
- e. USACE Center for Public Works – GSA technical assistance contractor
- f. USACE Baltimore District – acquisition and administrative contracting officer services

As you might guess, some of these combinations were "Great!" while others needed a little bit of help from an "adapter kit" to make them function properly. One major challenge for folks working with this special contract was the rapidly developing technology in the area of lead-based paint remediation and the number of "snake oil salesmen" associated with this type of work.

A Lead Based Paint Program Management Plan and Lessons Learned were put together to memorialize this initiative and experiences, and we're working to post this on the HQ Construction Policy Branch web site within the next month. If you're looking at pursuing a comparable (ad)venture, it may be helpful to look at the approaches and lessons from this big effort.

POC: CHARLES RACINE, CEMP-EC, 202-761-4351

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TEST OF METAFRAME TECHNOLOGY FOR USE WITH RESIDENT MANAGEMENT SYSTEM (RMS)

USACE's regionalized computer centers are the two CEAP centers at Vicksburg and Portland. These two CEAP centers support Corps-wide computer applications ranging from CEFMS to e-mail. MetaFrame is a so called "thin client" software technology that can allow a system user to operate on a centralized computer server such as CEAP -- even when the communications lines to the centralized server location are heavily loaded.

The use of MetaFrame technology is being tested to directly connect RMS field office users operating in a thin client/server environment with the CEAP processing centers. The use of MetaFrame could help RMS for Windows to be deployed and maintained more easily and rapidly, through use of a more standardized and centralized computer environment. We are running a test of this centralized server approach for RMS for Windows with servers at the CEAP center or at a district headquarters to evaluate performance reliability, and costs for field office users. If this centralized server approach works satisfactorily, field offices would not need to establish and maintain RMS databases on local servers, nor replicate RMS data up to the database of record at the CEAP centers. If it does not work out, we will continue to use local servers for RMS and replicate data to the CEAP database of record.

Initial tests conducted in June at the Tulsa District office and its field offices connecting with the CEAP Western Processing Center (WPC) located in Portland proved to be inconclusive. As a result, the Tulsa District along with the Central Processing Center staff at Vicksburg and the RMS Center staff, are preparing for a new round of tests in early September. In addition to this CEAP test with Tulsa, Mobile District is also preparing to test this MetaFrame technology first at the District headquarters office, and then followed by a test with the database server at the CEAP Center. By moving the database server closer to the field office sites, we want to evaluate if user response times are improved by reducing competition with other electronic traffic running on CEAP links from the district headquarters to the CEAP centers, which was a problem encountered in the early tests.

Two basic measurement categories are being used in the conduct of the test. These are *Performance Measures* and *Cost Measures*. Under *Performance Measures*, the test groups will be looking at the ease of installation, deployment, maintenance and use, timeliness of performance, robustness and reliability of service, availability of local and corporate data, and its compatibility with future business and information technology processes and structures. Under *Cost Measures*, factors such as initial costs (hardware, software, IM support services, training, fees, etc.), continuing costs of operation such as various hardware/software enhancements, continued IM and RMS Center support costs, fees and CEAP user time charges are analyzed. Some of the more notable technical metrics that influence the system performance will be monitored. These metrics include items such as “ping” times and time to perform activities listed in the test script which include file transfers, printing time, screen refresh time, and keystroke times to just name a few. The metrics will also document any technical malfunctions, restrictions or conflicts.

The results of these tests will provide the basis for a decision on the best corporate approach for the location of the RMS database server. If successful, it will also serve to reinforce the USACE information technology goal of a standardized corporate environment. If the MetaFrame approach is not satisfactory, use of local servers will directly impact local decisions on hardware and communication architecture, and funding of associated costs to obtain, support and maintain them. Stay tuned and we will update you next month on the results.

POC: DODY MARTELINO, CEMP-EC, 202-761-0636

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RMS-PROMIS INTERFACE

The RMS and PROMIS teams are now completing Phase I of this interface, which is planned for release this October. The first couple questions which usually arise are:

- What will this interface do?
- What are the benefits?

-- Why should we care?

This first phase of the interface will, in effect, replace the hard-copy RMS/AMPRS Construction Manager's Report by sending electronic data on construction contract status to PROMIS. It will also provide other information to project managers. The main features include:

- Construction working estimates (CWE) during construction: all financial data required to provide current CWE information by contract and fund type
- Contract change requests and modifications: various information related to change requests and modification costs, status, type, reason codes
- Contract progress and schedule information, including milestone events, features of work, percent completion and related status codes
- Construction issues section: PROMIS will accept narratives (up to 2,000 characters) from RMS on current items affecting construction.

During this first phase of the interface development, nearly all information sent would go from RMS to PROMIS. For the second phase, planned for next year, development will consist primarily of information to be sent from PROMIS to RMS, e.g., pre-award project and CWE data, proposed milestone events and features of work, and project manager's synopsis.

What are the benefits, and for whom? The whole project delivery team should benefit from this interface. Use of electronic data will enable faster, more accurate updates on construction phase activities for PM's. Construction field office members of the team will have less paper to handle, and should receive fewer data calls from PM's or district construction staff. By identifying construction issues early to the PM, they should be able to get quicker, more responsive action on items such as funding of changes and assistance for disputes with contractors. Likewise technical assistance may become faster or easier to obtain, when needs are quickly communicated. Preparation of status reports and briefings for upper management should become less time-consuming; in some cases they may be eliminated altogether. The construction issues narrative can serve as an easily accessible official record, whenever this need arises.

What is the status of the interface? Development and initial testing were completed in the second week of September. Operational field testing by Louisville District is scheduled for the second half of September, with remaining details to be finalized shortly thereafter. Release for Corps-wide production use is planned for October, when the next PROMIS update is implemented.

POC: KARL KLONOWSKI, CEMP-EC, 202-761-0645

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RMS TO TRANSFER CONSTRUCTION CONTRACT MODIFICATIONS TO SPS

On 6 August 1999, MG Fuhrman, Deputy Commander, signed a memorandum to MSC commanders describing plans for fielding the Standard Procurement System (SPS) and the Resident Management System (RMS) within USACE. The memo and the RMS fielding plan are available on the Web at <http://www.hq.usace.army.mil/cemp/C/CEMP-C.HTM>. The SPS software is known as the Procurement Desktop-Defense or PD2.

RMS supports construction contract management at field offices. In that role, RMS assists in generating contract modifications (SF 30s) executed by the Administrative Contracting Officer (ACO) or forwarded to the Procuring Contracting Officer for those modifications above the ACO's warrant.

These modifications need to be assigned the official contract mod number and be captured within the DOD-mandated SPS when SPS is fielded within USACE.

The 6 August 99 memo referenced above describes the plan for temporary use of the SPS until the required RMS-SPS mod interface is developed and fielded in USACE. Field office personnel will face learning a new system and making duplicate entry of contract modifications on the short term, but we are working with the PARC staff to minimize the training impact. The USACE operational test site for SPS is at Vicksburg District and the temporary field use of SPS at Vicksburg will provide us experience for other districts. We will update you on results in next month's newsletter.

Staff from Military Programs, the RMS Center and the PARC, along with reps from CEFMS are working together to ensure a coordinated approach in developing this RMS-SPS interface. The SPS is a "commercial off the shelf" system which is the property of American Management Systems (AMS) and accordingly, we have to have the interface developed by AMS per their structured development process for interfaces between SPS and other systems. Actual work on the interface is scheduled to begin in early October and deployment is targeted for mid-March FY 2000. Based on results of the mod interface development and any changes in contracting policies or roles, additional interface capabilities will be considered once the primary mod interface is completed.

POC: KEN ZANDLER, CEMP-EC, 202-761-0646

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SMALL BUSINESS SET-ASIDE OF ARCHITECT-ENGINEER CONTRACTS

The HQUSACE Small Business Office issued a memorandum on 12 August 1999 (available on the their website under Notices to Deputies for Small Business) updating and clarifying the policy on small business set-asides for architect-engineer (AE) services. The Small Business Competitiveness Demonstration Program (SBCDP) as described in FAR Subpart 19.10 and DFARS Subpart 219.10 generally governs set-asides. The intent of the SBCDP is to determine if small businesses can compete successfully without competition being restricted by the use of small business set-asides. Specific set-asides rules depend on the type of work.

The SBCDP does not apply to A-E contracts for military construction and military family housing projects, except for the Emerging Small Business (ESB) set-aside requirements of the SBCDP. Hence, A-E contracts for those projects:

- Should be considered for 8(a) set-aside.
- Can not be set-aside (except 8(a)) if the estimated contract value is \$85,000 or more in accordance with DFARS 219.502-1(2).
- Should be considered for ESB set-aside when the estimated contract value is less than \$50,000.
- Should be considered for small business set-aside (but not small disadvantaged business set-aside) if the estimated contract value is less than \$85,000, and 8(a) or ESB set-aside is not appropriate.

The SBCDP applies to A-E services for all work other than military construction and military family housing. Hence, as long as the award of A-E contracts to small businesses is below the goal of 40% by dollar value (DOD is now at about 17%), A-E contracts for those projects:

- Should be considered for 8(a) set-aside.

-
- Should be considered for ESB set-aside when the estimated contract value is less than \$50,000.
 - Should be considered for small business set-aside (but not small disadvantaged business set-aside) if 8(a) or ESB set-aside is not appropriate.

The set-aside determination for each contract over \$10,000 must be documented on a DD Form 2579 in accordance with DFARS 219.201(9)(B) and EFARS 219.201(9)(B). The DD Form 2579 is signed by the Deputy for Small Business, contracting officer, and Small Business Administration representative.

POC: *DON EVICK, CEMP-EC, 202-761-1053*

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Dam Safety

DAM SAFETY 1999

“Dam Safety 1999” is the Association of State Dam Safety Officials (ASDSO) Annual Conference, Exhibit Show, and Technical Seminar, which is scheduled for St. Louis, Missouri, October 10-15, 1999. ASDSO is offering a reduced early bird register fee of \$300 for members and \$350 for non-members for those who register by September 15. ASDSO accepts the Government IMPACT charge card in order to make registration easier for your administrative personnel.

If you are not a member of ASDSO, join on the registration form and receive a \$50 discount on your registration fee. Print the registration form from the ASDSO Internet site at <http://member.aol.com/damsafety/homepage.htm> and mail the form to ASDSO, 450 Old Vine St., 2nd Floor, Lexington, Kentucky 40507, or fax the form to (606) 323-1958.

At the conference you will receive more than 24 hours of educational instruction conducted by experts in at least 15 technical fields including a number of our own Corps of Engineers personnel. Conference participation will qualify you for professional continuing education units (CEU's). In addition, you will have opportunities to network with over 600 dam safety professionals from the U.S. and several foreign countries.

Admission to the annual exhibit and poster shows featuring the latest in technology, services and award-winning design ideas is included in the registration fee. The complete conference proceedings on CD-ROM, accompanied by a user-friendly compendium of presentation abstracts with which to review session topics ahead of time will be provided to all participants.

Additionally, registrants will receive the participant list, an ASDSO Year-In-Review Newsletter issue, and the Annual Survey of State Dam Safety Programs.

On Thursday and Friday, October 14-15, ASDSO will sponsor a workshop on risk assessment. The workshop will provide practical insights to the application and fundamentals of risk analysis, risk assessment, and risk management. The workshop is designed to provide participants with an appreciation for the following:

The framework and scope of risk analysis, risk assessment, and risk management applications,

Considerations for selecting an appropriate scope for a risk analysis to address different dam engineering and safety problems,
The importance of failure mode identification and engineering judgement in risk analysis,
How loading condition and response probability estimates are input to risk analysis,
How loss of life and economic consequences are estimated,
And many more aspects of the risk subject

In a special evening session on Thursday, October 14, participants will also complete a sample problem or sample application in a small team setting. An optional afternoon session on Friday, October 15 will address a portfolio risk assessment example problem. Course leaders will be Dr. David Bowles, Utah State University and RAC Engineers, Dr. Marty McCann, Stanford University and Jack R. Benjamin & Associates, and Mr. Larry Von Thun, Consultant, formerly with the US Bureau of Reclamation. Register for this workshop on the conference registration form.

The conference location in St. Louis is The Hyatt Regency at Union Station. The Hyatt Regency is offering an ASDSO conference rate of \$130 single or \$145 double occupancy. Please make hotel reservations by calling the Hyatt directly at (314) 231-1234. Rooms are being held for ASDSO until September 10, 1999, and reservations made after that date would be on a space-available basis. As part of Union Station, a National Historic Landmark, the Hyatt reflects the grace of Romanesque architecture, and enjoys proximity to numerous cultural and visitor attractions. Union Station spans over 100 acres, and contains more than 100 specialty shops and restaurants, a comedy club, a one-acre lake, and four active train tracks.

Poster displays will be located near the exhibit ballroom, and presenters will be on hand to discuss their projects during exhibit hours.

Spouses and other guests are welcome and encouraged to register for the conference and attend the guest breakfasts on Sunday and Monday, the nightly receptions and the Awards Banquet. The fee for guest registration is \$60.

ASDSO welcomes conference participants with special needs. Please call Susan Sorrell, Conference Coordinator at (606) 257-5146 to discuss accommodations and arrangements.

If you have any questions, call ASDSO at (606) 257-5146 or E-Mail the question to damsafety@aol.com.

POC: CHARLES PEARRE, CECW-EP, 202-761-4531

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CALL FOR PAPERS – USCOLD 2000 LECTURE

The USCOLD 2000 lecture will address topics related to the O&M of dams, spillways, outlet works, navigation locks, and fish facilities. Abstracts containing 200 - 400 words are due 15 October 1999 to Charles Ahlgren, Pacific Gas and Electric Company, PO Box 770000 (N11D), San Francisco, CA 94177, phone (415) 973-1523. Copies of abstract forms may be obtained from Charles or USCOLD Office (303) 628-5430. This is an excellent opportunity for USACE personnel to share our O&M experiences with other dam owners and individuals in our profession

POC: ART WALZ, CECW-EG, 202-761-8681

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CANADIAN DAM ASSOCIATION 1999 CONFERENCE

“Management of Dams for the Next Millennium” is the theme for the Canadian Dam Association (CDA) 2nd Annual Conference to be held October 3-7, 1999, at the Four Points Hotel, Sudbury, Ontario. The conference provides delegates the opportunity to view the latest innovations in products and technological services. Exhibitor booths will be situated alongside the technical session facilities for ease of access and ongoing discussions.

In addition to the CDA Annual General Meeting, the conference will include workshops on “Risk – Its Concept, Evaluation and Application”, “Management of Tailings Facilities”, and “Evaluation of Dam Performance”. The technical program will in presentations on the following subjects:

Climatic Extremes: Prediction, Changing Trends, Societal Impacts, and Design Implications

Perpetual Care, Liability and Responsibility: Design, Maintenance, Monitoring, Ownership Issues

Aging of Dam Structures: Deterioration Issues, Remedial Measures, New Materials

Dams for the Year 2000 and Beyond: Population Growth and Encroachment, Land Use Pressures, Design Improvements, Is there a Future for New Dams?

For more information about the conference see the CDA Internet site at <http://www.cda.ca/>. Or contact Karlis Jansons, P.Eng, c/o Golder Associates, Ltd., 662 Falconbridge Road, Sudbury, Ontario, Canada P3A 4S4. Kalis may be reached by telephone at (705) 524-6861, by Fax at (705) 524-1984, or by E-mail at kjansons@golder.com.

POC: CHARLES PEARRE, CECW-EP, 202-761-4531

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Technical

FY 1999 GEOTECHNICAL AND MATERIALS ENGINEERING CONFERENCE

The objectives of the Geotechnical and Materials Engineering Conference were

- 1) Technology Transfer: Through conducting workshops and making presentations by experts in the field of Geotechnical and Materials Engineering,
- 2) Exchange of Technical Experiences: Through presentations of technical papers that elucidate problems encountered during investigations, design, construction, and maintenance, and
- 3) Policy Update: Through providing Information on Current ER's, EM's, ETL's, and other policy documents pertaining to Geotechnical and Materials Engineering.

The 1999 Geotechnical and Materials Engineering Conference was held on 3-5 August 1999 in Portland Oregon. This joint Civil Works - Military Programs conference was hosted by the Portland District. Two hundred and fifty Civil Works and Military Programs representatives including twenty from the U.S. Bureau of Reclamation, one from the U.S. Department of Agriculture and thirty-three from private consulting firms participated in the conference. The Conference started with the welcome and opening remark by Mr. Howard Jones (Chief, Engineering Division, Portland District)

and Mr. Arthur H. Walz (Chief, Geotechnical Branch, Directorate of Civil Works) respectively. The highlights of the conference are given below:

Mr. Carl Enson, Chief of Engineering Division, Directorate of Civil Works, addressed the General Session of the conference. He highlighted the Chief's Vision of the Corps in the new millennium. He outlined the role of geotechnical engineers and geologists in the Corps Project Delivery Team (PDT) and stressed Corps resolution to maintain engineering excellence and remain a world-class engineering organization.

In addition, three internationally renowned engineers with specialties in geotechnical engineering and risk assessment addressed the conference. Dr. David Bowles of Utah State University gave the keynote address on "Risk Assessment in Dam Safety Evaluation and Management". Dr. J.M. Duncan, Virginia Polytechnic Institute and State University gave much needed talk on "Factors of Safety and reliability in Geotechnical Engineering". Dr. Koerner, Drexel University and Geosynthetics Institute, made presentation on effective use of synthetics in geotechnical engineering. These experts made the attendees aware of new technologies available for risk assessment, reliability analysis, and cost effective geotechnical design and construction.

One hundred technical presentations involving investigation, design, construction, maintenance, and quality control/quality assurance (QA/QC) of Civil Works and Military Construction projects were presented. The presenters reported problems encountered, methods used to resolve them, new technology used to make the projects cost-effective, and lessons learned from mistakes made. From these presentations, the attendees received firsthand opportunities to learn new technology, ask questions and clarifications on pros and cons of the new technologies from the individuals who had gained experience.

Two workshops, (1) "Well Rehabilitation and Maintenance" and (2) "Geosynthetics" were conducted. Dr. Cullimore of Regina University, Canada, conducted the first workshop. This workshop was extremely useful for the engineers and geologists engaged in maintenance of relief wells on Flood Control Projects (Civil Works), and pumping wells on HTRW projects (Military Programs) where pump and treat method is used to cleanup the contaminated groundwater. Dr. Koerner of Drexel University and Geosynthetics Institute conducted second workshop. New technology for design of embankments on soft foundation, and seepage features require extensive use of geosynthetic materials. Therefore, the workshop by Dr. Koerner was very useful to the Corps geotechnical engineers whose primary function is design and maintenance of earth structures. Information obtained from this workshop will encourage the Corps geotechnical engineers to use the technology that uses geosynthetics to make the projects more cost-effective.

A meeting of the Corps geotechnical engineering branch/section chiefs was held on 2 August. The purpose of this meeting was to inform and discuss with the geotechnical chiefs the changes in the geotechnical and materials related ER's, EM's, ETL's, policy related to Dam Safety, Validation of Contractors Quality Control (CQC) labs and Govt. Quality Assurance (GQA) labs. Thirty-seven persons from the Corps divisions, districts, labs, and HQUSACE participated in the meeting. This meeting provided a forum to discuss districts views of our policy documents. Mr. Carl Enson, Chief Engineering Division, HQUSACE, discussed the Corps Vision for next millennium.

In view of the above paragraphs we concluded that our objective in all of the above 3 categories had been achieved: Attendees learned about new technology in risk assessment, reliability analysis,

geotechnical design. They also learned and exchange their expertise from discussions on technical presentations. During the chiefs meeting the USACE staff provided information on ER's, EM's, ETL's. Thus our objectives were fully achieved.

This conference was an excellent vehicle for technology transfer around districts, labs, MSC's and other agencies. It also afforded senior officers from Headquarters to present and discuss issues related to the PMBD and Engineering Excellence with district and MSC supervisors.

It was the general comment of the people attending the conference that the conference was very well coordinated; conference agenda, abstracts of presentations, information papers on HQUSACE geotechnical activities were provided to all attendees before the start of the conference. This helped attendees select the presentations of his interest to attend.

POC: HARI SINGH, CECW-EG, 202-761-4034

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CD ROM VERSION OF EM 385-1-1, CORPS OF ENGINEERS SAFETY MANUAL

The Office of Safety and Occupational Health just recently developed a CD ROM version of the Corps of Engineers Safety Manual, EM 385-1-1. An initial distribution to field offices has been made. Offices needing additional copies may contact Samuel.G.Testerman@hq02.usace.army.mil (202-761-8668) or Georgia.M.Atkins@hq02.usace.army.mil (202-761-0092) to request additional copies of the disk.

POC: SAM TESTERMAN, CESOC, 202-761-8668

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REPORT ON PERFORMANCE OF GABIONS

An article in the July issue of these notes described a Philadelphia District test of welded and twisted wire gabions.

The Philadelphia District is monitoring the performance of welded and twisted wire for use in Gabion construction at Cape May Canal in Cape May, NJ, and has completed a draft report. A copy of their draft report is provided at: <http://www.hnd.usace.army.mil/techinfo/cssc/gabion.pdf>.

POC: CHARLIE BALDI, CECW-EP, 202-761-8894

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ELECTRONIC BALLAST/LIGHTING CONTROLS COMPATIBILITY CONCERNS ASSOCIATED WITH INRUSH CURRENTS

The following are excerpts from a NEMA Position Paper titled 'Electronic Ballast/Lighting Controls Compatibility Concerns Associated with Inrush Currents', dated May 1998

- Electronic ballasts reduce energy consumption and lighting controls further reduce energy consumption by providing just the right amount of light, where needed, and when needed. This combination, unfortunately, has raised a concern: premature welding of control device switching contacts resulting from high inrush currents.
- NEMA has set up a clearinghouse to collect reports of any failures due to ballast inrush. Please report any wide-scale failures in relays or switches controlling electronic ballasts to NEMA at

telephone: 703-841-3291, attention Stephen Vastagh (E-mail: ste_vastagh@nema.org, fax: (703) 841-3391). The following information is needed in the failure reports.

1. type and number of fixtures controlled,
2. the number of lamps per fixture,
3. the make and model number of the controller and, if possible, the make and model number of the ballasts within the fixture,
4. date of installation of the ballast and date of installation of the controller, and
5. the best estimate of the distance between fixtures and the gauge of wire used.

Equally important is a description of the type of problem experienced, such as lamp flicker, loss of automatic control, loss of all fixture control, intermittent operation, inability to turn the fixture off, or inability to turn the fixture on.

POC: Roy Higa, CEPD-ET-E, 808-438-8527

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Information

SURFING THE NET FOR PROGRESS AND PRODUCTIVITY

"Information is power!" As we get ready to roll over into the new millennium, there are already some powerfully good places to get information on subjects ranging from acquisition to zebra striping. Here are some sites for you to "get the power":

<http://www.arnet.gov/Discussions/Water-Cooler/> Lots of interesting contracting information, questions, and answers. A virtual library with federal acquisition and procurement opportunities and best practices included. The site even has an acquisition "chat room" where you can put your contracting question on the "information superhighway" and see if you get picked up or turn into roadkill!

<http://www.asufaa.gov> online policy and guidance for all aspects of the acquisition process. Brought to you by the people who keep our skies safe – the Federal Aviation Administration (FAA).

<http://www.gao.gov> Want to know what the government's top auditors said about _____? This website provides access to Government Audit Office (GAO) reports, policy and guidance, and frequently asked questions. Learn what the auditors said before they pull into your parking lot and greet you with their familiar "We're here to help you."

<http://www.loc.gov> Trying to find the specific text of the law that authorizes your project to de-water the Atlantic Ocean? Go to this Library of Congress website for public laws; proposed legislation; vetoed bills; and links to Congressional Internet services.

<http://www.npr.gov/> No, it is not a streaming audio of Garrison Keeler on the National Public Radio Prairie Home Companion show. This website is the product of the National Performance Review and lists NPR initiatives; "how to" tools; customer services techniques and success stories; newsroom; online resources; and accomplishments and awards. (Yes, you can go in and see the "hammer award" you earned for saving western civilization!)

<http://www.govcon.com/> Access to current and back issues of our favorite newspaper – the *Commerce Business Daily*. Has search capabilities and interactive yellow pages.

<http://www.dsp.dla.mil> Learn all about DOD standardization on this DOD Specifications and Standards Home Page. Frequently asked questions, newsletters, training, and non-government standards.

http://www.acq.osd.mil/te/programs/se/risk_management/index.thm Are you a risk taker? Construction is a risky business and this web site covers risk management policies and procedures; risk management tools and products; and related papers, speeches, publications and links to other related web sites .

<http://www.ncmahq.org> This National Contract Management Association (NCMA) web site answers the question of "What's new in contracting?" Also lists educational products catalogue.

If you have a favorite website that lists good stuff which helps you leverage the power of information in your daily pursuit of improving efficiency, effectiveness and dazzling customers (and actually getting things constructed) please let us know, and we'll list it for others to share. Surfs up.... Thanks!
POC: JAMES LOVO, CEMP-EC, 202-761-4804

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NEW DISCUSSION FORUMS SET UP ON THE CADD/GIS TECHNOLOGY CENTER WEB SITE

The CADD/GIS Technology Center (the Center) has set up several new discussion forums on their Web Site. The forum topics are A/E/C CADD Standard, CADD Details Library, EBS (Electronic Bid Solicitation), EDMS (Electronic Document Management System), SEMMS (Survey Engineering and Monument Management System), TSFMS (Tri-Service Facility Management System), TSSDS (Tri-Service Spatial Data Standards), and Standards Control Board. To sign up for a Forum, go to the Center Web Site at <http://tsc.wes.army.mil>; click on Forums on the left hand side of the page; select the Forum you want to comment on; and provide information requested. You may then comment on or ask questions about any of these Center products or activities. This is your forum; use it to share and get information.

POC: JEAN MCGINN, CEMP-EE, 202-761-1052

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TECHNICAL DISCUSSION GROUPS (NEWSGROUPS) ON THE INTERNET

The Northwestern Division of the Corps is attempting to promote technical discussion groups (newsgroups) on the Internet. It is not moderated, and it is accessible to the public. For these newsgroups to work, it needs your active participation. Please post items of interest to your specialty and reply to other posts when you have something to offer. Other newsgroups exist similar to these for technical disciplines, but this one is intended to be specific to the Corps for your benefit. The newsgroup will remain active if items are posted and replies (threads) are posted. You also have the option of responding by e-mail directly to the author of an item. However, direct replies only to the author are not available to others reading the newsgroup, so general posting is encouraged. You can read the items without responding, and/or download and save specific items for your later use.

It is possible, and probable with your interest and input that these newsgroups will help you do your job better, quicker, and with higher quality. Posting questions and getting replies will assist you in research. Everyone will not have to re-invent the wheel.

This newsgroup is **NOT** for “official” Corps policy, but HQ folks have been advised of it and are encouraged to participate in appropriate discussions.

The newsgroup is located on the server <http://nntp.usace.army.mil>. When you initially subscribe to these newsgroups, you will see a long listing of groups. Go to the very end where usace is shown. USACE had 66+ groups prior to these being added. Find your specific technical group, and use it for your benefit. We will post some initial items to get the ball rolling. The following new groups are being set up:

usace.electrical	usace.geotechnical
usace.mechanical	usace.cost_engr
usace.architectural	usace.civ_gen_VE
usace.structural	usace.specs

Hydraulics, hydrology, and groundwater are already set up as individual groups, under usace.eng without any recent traffic except for some we have started. Check out the usace.dredging group as an example of how newsgroups can be used.

This can work for you if you participate!! Spread the word among your co-workers and contacts in the field and other districts!

The Following are some cryptic steps for Netscape Communicator 4.6 to assist in setting your computer/browser up to access the newsgroups. Other versions of Netscape are similar, as is Microsoft Internet Explorer. You may have to identify yourself under the edit/preferences option in order to reply or post new messages. See your local computer guru or your IM support personnel if you need assistance in getting started.

Instructions for Netscape Communicator 4.6

1. Launch Netscape
2. Click on: Edit/Preferences
3. Expand: Mail & Newsgroups by clicking on +
4. Click on: Newsgroup Server
5. Click on: Add
6. Where it's asking for Newsgroup Server Properties, Enter: “nntp.usace.army.mil” and Port=119. Everything else is user configurable.
7. Go back to the Netscape Home Page
8. Click on: Communicator/Messenger or Communicator/Newsgroups
9. Highlight: nntp.usace.army.mil
10. Click on: File/Subscribe. This should bring up a listing of all the groups on the server starting with alt.groups and ending with usace. Expand usace to see over 70+ groups and double click or check to subscribe to the groups you want to read.
11. After subscribing, the groups will be shown when you go to Communicator/Messenger or Communicator/Newsgroups. Bold lettering indicates there are unread messages in that group. Double click on the group to read the messages and go from there.

POC: PHILIP WAGNER, CENWD-MR-ET-E, 402-697-2651

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Architect's Forum

WHAT EVER HAPPENED TO THE GARGOYLE?

Good question! Most of the architects will remember the *Gargoyle* newsletter which was published quarterly by the former Architecture and Planning Branch, Engineering Division, Military Programs. Unfortunately, it has not been distributed for some time due to reassignment of personnel, reorganizations, etc. We're pleased to report that the *Architect's Forum* will replace the *Gargoyle*, thus, the September issue of the **Engineering & Construction News** contains the first of regular monthly features dedicated to USACE design professionals. Just like the *Gargoyle* your input is essential to the success of the *Architect's Forum*. You are invited to submit your articles, stories, experiences, personnel achievements, project successes, and yes, those lessons learned as well, by e-mail to lawrence.p.delaney@usace.army.mil

POC: LAWRENCE P. DELANEY, AIA, CEMP-E, 202-761-1545

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AND ANOTHER THING, JUST WHO IS THE CHIEF ARCHITECT?

Another good question. Early this year Mr. Lawrence (Larry) P. Delaney, AIA, was reassigned from Chief, Architecture and Project Direction, Medical Facilities Office, HQUSACE, to the position of first Chief Architect of USACE. Mr. William A. Brown, P.E., HAIA, Deputy Director, Military Programs, made the announcement, and Mr. Dwight A. Beranek, P.E, Chief of Engineering & Construction, Military Programs introduced Mr. Delaney to the USACE Joint Engineering, Environmental and Construction conference, held mid March in St Louis, MO. Mr. Delaney has 30 years professional experience in architecture (eleven years with a small, private architectural firm in western Pennsylvania, ten years with NAVFAC and the Marine Corps and the last nine years with the Corps of Engineers). He is certified by the National Council of Architectural Registration Boards (NCARB) and is licensed to practice architecture in the Commonwealths of Virginia and Pennsylvania. Mr. Delaney is the designated USACE liaison to the AIA, a member of AIA's Federal Agency Liaison Group, and was recently named to the Advisory Board for AIA's Public Architects Professional Interest Area (PIA).

The new position encompasses the traditional roles and skills of architects such as: advisor, leader, liaison, marketer, and providing oversight of design quality. More specifically Mr. Delaney is the advisor to the Deputy Commanding General for Military Programs and the MSC Commanders on issues regarding architecture, design and construction. He also has oversight responsibility of the Intern Development Program, the Chief of Engineers Design and Environmental Awards Program and the Architect, Landscape Architect and Interior Designer of the Year Awards Programs. He is also an advocate for quality design in all Corps projects. Creating or maintaining alliances with the AIA and the other professional organizations, as well outreach activities to other federal agencies is a high priority and involves considerable time and attention.

Now, several months into to the job he has a substantial list of initiatives, some of which are mentioned in this issue of **ECNEWS**. Mr. Delaney looks forward to the challenges and opportunities the position brings and is counting on the assistance and cooperation of all 300 plus USACE architects.

He encourages you to communicate with him by phone at 202-761-1545, Fax 202-761-0243, or e-mail lawrence.p.delaney@usace.army.mil.

POC: LAWRENCE P. DELANEY, AIA, CEMP-E, 202-761-1545

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WORKSHOP FOR PUBLIC SECTOR ARCHITECTS

Discussions with the American Institute of Architects (AIA) have gone very well regarding their sponsorship of an international workshop for public sector architects in conjunction with the 2000 AIA National Convention & EXPO to be held in Philadelphia, PA, 3-7 May 2000. As a result of several very productive meetings, the AIA has agreed, in principal, to sponsor such an event. The cost for the daylong workshop has not been determined but is expected to be minimal and AIA has agreed to extend the member convention registration cost of \$50 to non-member and non-registered architects attending the public architects workshop. This is a tremendous offer as the cost to non-members to attend the 1999 convention was \$325! This unprecedented opportunity to share our professional knowledge and experiences has the potential to be a substantive educational and networking event for USACE architects, other federal architects, municipal and state architects, as well as private practitioners. To assist in forming a comprehensive program input is needed. Forward your ideas and recommendations as soon as possible to lawrence.p.delaney@usace.army.mil. All USACE architects, and other interested parties, are strongly encouraged to make plans now to attend the convention and EXPO and take advantage of the tremendous technical and professional development opportunities available during this national event. Additional information will be made available as it develops. Should you have any questions please contact Mr. Delaney.

POC: LAWRENCE P. DELANEY, AIA, CEMP-E, 202-761-1545

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PARTNERING WITH PROFESSIONAL ASSOCIATIONS

USACE recently met with the Associated General Contractors (AGC), and the American Consulting Engineers Council (ACEC). The value of these meetings cannot be understated. The open dialogue is of tremendous benefit to both sides and there is always some interesting news regarding the design and construction professions. USACE currently has partnering agreements with AGC and ACEC. There are also agreements with National Society of Professional Engineers (NSPE), Federal Facilities Council (FFC), Construction Industry Institute (CII), and American Society of Civil Engineers (ASCE). HQUSACE partnering agreements also exist with American Public Works Association (APWA), Society for Value Engineering International (SAVE), Associated Builders and Contractors (ABC), American Society of Heating, Refrigerating and Air-conditioning Engineers (ASHRAE) and American Institute of Architects (AIA). Incidentally our partnering agreement with AIA was the first between the AIA and any federal agency. There is renewed emphasis within USACE to review these agreements and re-affirm our commitment where necessary or where the situation dictates. You are encouraged to get involved with these organizations at the state and local level. Our fellow professionals welcome your involvement.

POC: LAWRENCE P. DELANEY, AIA, CEMP-E, 202-761-1545

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USACE AWARDS PROGRAMS

Memorandums soliciting nominations for the Chief of Engineers Design and Environmental Awards and the Architect, Landscape Architect and Interior Designer of the Year Awards Programs were distributed in late July. Nomination packages are to be submitted to HQUSACE by 28 January 2000.

These are very important recognition programs and deserve your attention and encouragement. Should you have any questions please e-mail frank.a.norcross@usace.army.mil .

POC: LAWRENCE P. DELANEY, AIA, CEMP-E, 202-761-1545

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AIR FORCE DESIGN AWARDS PROGRAM

The 1999 U.S. Air Force Design Awards Ceremony was held 12 August 1999 at the Sheraton Crystal City, Arlington, VA. Congratulations to the following USACE organizations and individuals who received awards and recognition and were instrumental in the success of the projects:

USAF Design Agent of the Year - Kansas City District

USAF Construction Agent of the Year – Norfolk District

USAF Project Manager of the Year (Design Agent) – Thomas K. Rudd, Sacramento District

USAF Project Manager of the Year (Construction Agent) – Michael L. Armstrong, Omaha District

Honor Award, Interior Design - Squadron Operations/Aircraft Maintenance Unit, Grand Forks AFB, North Dakota– Kansas City District, Design

Honor Award Facility Design - KC-10 Maintenance hanger Complex, McGuire AFB, NJ – New York District, Design Agent

Merit Award, Planning Studies and Design Guides – Marina Development Plan, Hurlburt Field, FL - Mobile District, Design Agent

Merit Award, Planning Studies and Design Guides –Design Capability Standards, Davis-Monthan AFB, AZ – Albuquerque District, Design Agent

Merit Award, Concept Design – Operational Support Facility, Schriever AFB, CO – Omaha District, Design Agent

Merit Award, Concept Design – Aeromedical Clinic, Edwards AFB, CA – Sacramento District, Design Agent

Merit Award, Facility Design – Emerald City Community Center, McConnell AFB, Kansas – Kansas, City District, Design Agent

Merit Award, Facility Design –910th Wing Headquarters, Youngstown Air Reserve, OH – Louisville District, Design Agent

Citation Award Planning Studies and Design Guides – Community Center, Yokota Air Base, Japan – Far east District, Design Agent

POC: LAWRENCE P. DELANEY, AIA, CEMP-E, 202-761-1545

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AIA AWARDS PROGRAM

While we're on the subject of awards programs please consider nominating a project, team or person for one of the many AIA awards. Your attention is directed to the "Thomas Jefferson Awards for Public Architecture". This award has three categories and is established to recognize public architecture and public architects or agencies. Submission due date is 1 October 1999. Visit the AIA web page at <http://www.e-architect.com/institute/honors/schedule.asp>

POC: LAWRENCE P. DELANEY, AIA, CEMP-E, 202-761-1545

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USACE DESIGN ADVISORY COMMITTEE

One of Mr. Delaney's initiatives is to establish a USACE Design Advisory Committee (USACE/DAC). This group is to be comprised of senior USACE professionals, representing each of

the Major Subordinate Commands (MSC's). The role of the USACE/DAC will be to support the Chief Architect, provide professional commentary, recommendations, and guidance and work towards enhancing the profession and practice of architecture, and the quality of design in the USACE. A USACE/DAC Steering Committee will be composed of senior HQUSACE professionals who will provide oversight of the USACE/DAC and forward the recommendations of the advisory committee to senior HQUSACE management for further consideration. Look for more on this initiative in the next few weeks.

POC: LAWRENCE P. DELANEY, AIA, CEMP-E, 202-761-1545

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AIA PUBLIC ARCHITECTS PIA ADVISORY BOARD

Mr. James L. Binkley, AIA, Chairman elect of the AIA Public Architects Professional Interest Area (PIA) Advisory Board has announced that Mr. Lawrence P. Delaney, AIA has been named a Board Member. The Public Architects PIA serves as a forum for the exchange of information and ideas. Acting as an industry resource, the PIA fosters public awareness to advance the position of architects in public administration, management, design, and construction at the local, state, and federal levels. Other board members include Mr. Terry M. Emmons, FAIA, Chief Architect of NAVFAC; Mr. Subrata Basu, AIA, Assistant Public Works Director, City of Coral Gables, FL; Mr. Michael L. Katzin, AIA, Office of the County Manager, Fulton County, GA; Mr. Thomas Lollini, FAIA, University of CA, Berkeley; and Mr. C.D. Pangallo, Ed.D, Director of the AIA Public Architects PIA. Visit the AIA Public Architects web site at <http://www.e-architect.com/pia/pubarch>.

POC: LAWRENCE P. DELANEY, AIA, CEMP-E, 202-761-1545

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AIA FEDERAL AGENCY LIAISON GROUP

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AIA's Federal Agency Liaison Group (FALG) met recently to reorganize and chart a new course. FALG is a forum for federal-agency and private-sector architects who contract for federal work to discuss procurement issues. In response to priorities developed last spring, FALG Chairman John Tice, AIA, presented a new mission statement, organizational aims, and task force structure to the group at its most recent meeting. The mission statement focuses on maintaining constructive dialogue between the private and public sector members of the AIA in order to "(1) Improve the design quality of federal facilities, and (2) Enhance the efficiency and effectiveness of the architectural profession and federal agencies in their collective efforts to serve the taxpayer and society." FALG will also now focus on procurement, project delivery, standardization of common design delivery systems, and small-business and competency-development issues. FALG now has the structure to be more assertive in addressing traditional issues and more nimble in addressing new issues. As part of this, FALG is seeking greater participation from architects involved with federal contracting. One new method is the creation of an interactive e-mail listserve on federal contracting issues. If you would like to participate in the *listserve*, or get more information on the FALG, please contact the AIA POC, Stan L. Bowman at (202) 626-7461 or bowmans@aiamail.aia.org.

POC: LAWRENCE P. DELANEY, AIA, CEMP-E, 202-761-1545

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FUTURE EDITIONS OF THE USACE ARCHITECT'S FORUM SECTION

Future editions of the Architect's Forum will include profiles of USACE architects, a "Where are they Now?" series, examples of successful projects; new about Interior Designers and Landscape

Architects, etc. Your participation is absolutely essential. Send your ideas, recommendations and proposed articles to lawrence.p.delaney@usace.army.mil or contact Denise Massihi (CEMP-EC) at 202-761-1380 or Charles Pearre (CECW-EP) at 202-761-4531 for additional information.

POC: LAWRENCE P. DELANEY, AIA, CEMP-E, 202-761-1545

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Value Engineering

SOLID CUSTOMER COORDINATION AND SATISFACTION THROUGH VALUE ENGINEERING

Users of the Military Operations Urban Terrain (MOUT) Collective Training Facility, the DPW for Fort Campbell, HQFORSCOM, Huntsville Engineering and Support Center, Louisville District, and the A/E responsible for project design, all participated in a VE study for the \$14.4 million dollar facility to be constructed at Fort Campbell, KY. Accepted proposals totaled over \$700,000 in cost savings/avoidance. Louisville District effectively used Value Engineering to ensure that needed project functions were included, and that the users' wishes were truly understood by the designers.

The Mayor of Baton Rouge, Louisiana personally visited, and offered encouragement to the second, Mississippi Valley Division/New Orleans District, Section 22, VE Study Team working on the Sanitary Sewer Overflow Corrective Action Plan. The District, utilizing both OVEST and an A/E contractor, developed yet another plan to save/avoid over \$100 million, and this one will not require additional EPA approvals. The customer is extremely pleased with both VE studies, and has asked the Corps to present the final proposals at a City Council meeting on 15 September.

Major General George Robertson (Retired) recently sent a letter of appreciation to Lieutenant Colonel Rowan, Lakes and Rivers Division/Chicago District Commander, for two outstanding Value Engineering Studies performed for Department of Energy. MG Robertson (Ret) is the Associate Director for Operations Support for Fermi National Accelerator Laboratory, a DOE Contractor. Chicago utilized OVEST for the first study, and the District Value Engineering Officer led the second successful study. Repeat work is proof of satisfaction, and negotiations are underway with the District and OVEST for yet a third study for DOE in conjunction with Fermi.

POC: MICHAEL HOLT, CEMP-EV, 202-761-8738

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Training

A/E/C CADD STANDARDS WORKSPACE TRAINING FOR SYSTEMS MANAGERS

The second session of the A/E/C CADD Standards Workspace Workshop for Systems Managers will be held 26-27 October at the CADD/GIS Technology Center, Vicksburg, MS. Details of the class can be found on the Center Web Page at tsc.wes.army.mil. Click on "Classes" to access information. Note that spaces to the workshop are limited to the first 19 students who provide a DD Form 1556 prior to October 8, 1999. You are **not confirmed** for the class until the DD Form 1556 is received by the Center.

POC: JEAN MCGINN, CEMP-EE, 202-761-1052

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A/E/C CADD STANDARDS WORKSPACE TRAINING FOR USERS

The USACE Senior Advisory CADD (SAC) Group, with the help of the Systems Field Action CADD (FAC) Group initiated a project to develop user training for the A/E/C CADD Standards Workspace. Development of the training materials and three training classes have been paid for using donated credits from several districts, which are earned as part of their maintenance agreement with Bentley Corporation. Three manuals have been developed: a users guide, a training guide and an instructors manual. Three training sessions have been scheduled: 28-29 September in Irvine, CA, 6-7 October in Dallas, TX, and 13-14 October (tentative) in Atlanta, GA. There are sufficient spaces to accommodate approximately 1/3 of USACE districts in each training session. Dr. Edward Middleton, SAC Chair, sent a memorandum to all USACE Chiefs of Engineering 24 August providing them with information about the upcoming training. This course is designed to train someone to do the MicroStation Workspace training in each District. Each trainee will receive a copy of the three manuals and a CD, which will contain the training material for use in the districts. Contact Ms. Debbie Solis at Jacksonville District at 904-232-2070 for registration information. For questions about technical content, contact Mr. John Kincaid, Rock Island District, at 309-794-5492.

POC: JEAN MCGINN, CEMP-EE, 202-761-1052

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TRAINING OPPORTUNITIES FOR CONSTRUCTION PERSONNEL

Hazardous Waste Manifesting – 12 Hour Refresher: Course # 429 Session 00-01, 20-21 Oct 1999, Omaha, NE; Tuition \$ 310. Spaces should be requested not later than 8 October 1999.

Hazardous/Toxic And Radioactive Waste (HTRW) Remedial Action Cost Reimbursement: Course # 428 Session 00-01, 30 Nov-3 Dec 99, St. Louis, MO; Tuition \$ 480. Spaces should be requested not later than 3 November 1999.

Spaces are available in the above workshops. To reserve a space or obtain additional information, contact Ms. Joy Rodriguez at 256-895-7448. A DD Form 1556 should be completed with all approvals and faxed to 256-895-7497.

POC: SUE ABU-EID, CEMP-EC, 202-761-4539

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Meetings and Conferences

ASCE CONVENTION

This year's American Society of Civil Engineers convention is scheduled for 17-20 October 1999, in Charlotte. Attending these types of events is an excellent way to keep up with the latest developments in your profession and bringing fresh ideas into our organization. Attendance to the ASCE convention is highly encouraged. You will find additional information at <http://www.asce.org/conference/99conv/index.html>.

POC: RAY NAVIDI, CEMP-ET, 202-761-0223

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Partnering

COMPETITION WITH THE PRIVATE SECTOR

HQUSACE personnel had a special meeting with the American Consulting Engineers Council (ACEC) on 27 August 1999 to discuss their perceptions that the Corps sometimes competes with their member firms for work. This has been a recurring issue in our relationship with ACEC. The dialogue was frank and honest. The minutes of this meeting will be separately sent by electronic mail to all Directors of Technical Services and Chiefs of Engineering.

ACEC presented some specific examples of competition forwarded by their members. These projects were typically for other Federal agencies and state and local governments. Generally, the perception of competition arises because firms are not familiar with the authorized missions of the Corps. Further, many firms do not understand that the Corps primarily provides program management and contract management; the majority of the engineering and design work is contracted to the private sector. Hence, better communications would preclude many of these concerns about competition. ACEC agreed that when the Corps takes on a new mission, it generally means more work for A-E firms.

In order to mitigate the perception of competition with private A-E firms, districts should closely adhere to the guidance in the Commander's Policy Memorandum #7, Reimbursable Support and Our Relationship with the Private Sector. Be especially mindful in marketing-type brochures to avoid creating the perception that our services displace or compete with private firms. Make very clear the statutory authorities, which allow or direct the Corps' involvement. Finally, stress that the Corps' principal roles are typically program and contract management, and most of the engineering is contracted out to private A-E firms.

POC: DON EVICK, CEMP-EC, 202-761-1053

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ANNUAL AGC/USACE MEETING

The annual meeting between the Associated General Contractors (AGC) and HQUSACE was held on 22 July 1999, in Washington, DC, and was attended by AGC and Corps leadership. The full day session provided an excellent forum for interchange on topics of mutual interest. Some of the major areas of discussion included the outlook for Corps Construction Programs, Partnering, Safety, Technical Issues, International Building Markets, Environmental Items, Legal Issues, and Contracting/Contract Admin Issues. Minutes of the meeting were prepared and distributed with appropriate action items. A copy of the minutes is available on the Internet at <http://www.hq.usace.army.mil/cemp/C/AGC%2099%20Minutes.doc>. This year's meeting was a great success and will contribute to our ongoing dialogue with this very important industry partner.

In a related matter, we, in concert with the AGC, have recently developed a plan for making Partnering a hallmark of the engineering and construction industry in the next millennium. USACE and AGC will provide the leadership necessary to further promote this extraordinary process, for the good of project owners everywhere, even on a worldwide basis. This is not to say that partnering is not being practiced well today, nor that there is a systemic problem with the process. Our aim in this 'revitalization' effort is primarily to educate newcomers to partnering, and to reiterate the benefits of working on a good partnering relationship.

Our joint plan is to invite the participation of the Construction Industry, Federal Agencies, and Educational Institutions, to join us as we proceed with this effort in furthering the use of the partnering principles, in order to achieve maximum benefits. Advocates know the primary benefits of teamwork versus an adversarial relationship, which enable decisions to be made in a much more timely manner, and of course, dispute avoidance, for the sake of savings of time and money during construction.

In the very near future we plan to meet and map our plan for accomplishing this forward-looking goal through a number of objectives which we have developed. This is an ambitious idea, to be sure, which will require the full force of ideas and resources to be successful. Our first step will be to develop and publish a Best Practices Manual on Partnering, which should serve to point to key elements of the partnering process which contribute to success, and include some poignant lessons learned from actual projects.

Jointly, the Corps of Engineers, together with industry, can promote the use of this practice to its full potential, and the purpose of this brief note is to solicit your support and invite your active participation in this effort. Very soon, we will be asking for the nomination of potential participants to both work on the manual, and provide brief case studies of recent projects for publication therein.

POC: JEFF KRULL, CEMP-EC, 202-761-1443

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Open Discussion and Comments

INTRODUCTION OF NEW SECTION

The purpose of this section of the Engineering and Construction News is to provide USACE personnel (HQUSACE, MSC, District, and other locations) a section to express opinions for open discussions or to make comments concerning any subject that is on your mind. The articles in this section are not considered to be official opinions or positions of any organization. Articles for this section need to be received by the editors by the first of the month for publication in the current month's issue. Also, if you have a suggestion for a better heading for this section please submit it.

Articles for this section should be submitted by e-mail to E&C News editors (charles.pearre@usace.army.mil or denise.massihi@usace.army.mil).

POC: CHARLES PEARRE, CECW-EP, 202-761-4531

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THE CHANGING CORPS

The U.S. Army Corps of Engineers is an Engineering Design and Construction Management organization. This is who we are and this is how we are perceived. All functions, other than engineering and construction management support our mission. Program Management is the process used by USACE to accomplish its mission.

Over the past few years the USACE has struggled to change its structure, its processes and its work. Along with the MSC's and districts HQ has downsized, right-sized, eliminated spaces, and moved people to different jobs. Although these changes continue we must, as an agency, take a logical approach as to how spaces are eliminated. Spaces must not be eliminated randomly by abolishing

positions as people leave or granting VERA/VSIP's to almost anyone that applies without regard to the necessity of still accomplishing that work. This method of restructuring must be discontinued.

Before the USACE can prepare for FY 2000 we must first develop a rational and logical process of restructuring. The first action is to determine, in clearly defined terms, what role each USACE office has. It's time to put it to paper to eliminate the confusion that still exists. The roles of HQ, MSC and districts must be clearly defined. For example, the Independent Technical Review (ITR) process at the districts and policy reviews at HQ must follow strict guidance. ITR's must be truly independent and HQ policy reviews must not question the technical aspects of a document. HQUSACE must provide this guidance in a policy manual to all offices, i.e. "in your office this is what you do". The second step is to determine what resources and expertise is required to accomplish these defined roles. The third step is to recruit the proper resources and expertise. Abolishing positions in any USACE office must not be done without knowing its impact.

A major function of HQ is to provide policy and guidance to the field. The districts implement policy and guidance and the MSC's over see the districts to ensure adherence to policy. Policy and guidance is not solely a HQ function, but a USACE function. Policy and guidance are procedures and standards by which the USACE conducts its mission. Development of policy and guidance as an organization responsibility involves all levels. Stovepipes are out and business processes are in. A business process must involve the MSC's and districts in developing USACE policy and guidance. This could be accomplished by forming standing committees with representatives from all levels. The HQ proponent for each committee is not the leader but the functional POC in HQ to ensure the committee continues to operate and function effectively.

The Corps is a great agency! Let us all work together as a unified organization, leaving room for each district and MSC to have its own personality. One Corps - One Regiment - One Team!

SUBMITTED BY: CHARLIE BALDI, CECW-EP, 202-761-8894

(Editors' note: If you want to share your thoughts with our readers regarding the above send an email to the E&C News editors (charles.pearre@usace.army.mil or denise.massihi@usace.army.mil). We'll publish a synopsis of your comments next time).

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Editors' Notes

PRINTING THE ECNEWS

Karl Klonowski (CEMP-EC) submitted this suggestion concerning printing the Engineering and Construction News.

The graphics portions of the newsletter frequently do not print completely, when the standard printer setting of 600-dpi is used, at least for HP Laser printers. These sections do print completely when 300-dpi setting is used, and the quality of the print is quite good. Therefore, it is recommended when you print a copy of the News that you use the 300-dpi setting.

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UBSCRIBE TO ECNEWS

the Corps List Server. The name of the list is LS-ECNEWS. The purpose of the list is to distribute the Civil Works and Military Programs Engineering and Construction community newsletter, *Engineering and Construction News*

All the names in address list for the June issue of the news were used to create the subscription list.

majordomo@usace.army.mil

That single line of text should have the following format:

or

ls . The List Server system will automatically pick up your originating e-mail address from the

If you have any questions about the list server, see the List Server E-Mail Delivery System web page at [_____](#). Or you may contact either Denise Massihi or Charles

POC: C P , CECW-EP, 202-761-4531

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placed at the same address each month. This was requested in order to allow the district to set up their access the News without having to be on the distribution list.

We check with our Webmaster and one copy of the current version of the News will be post at <http://www.usace.army.mil/inet/functions/cw/cecwe/notes/current.pdf> each month. This will generally occur one to two days after the News is initially distributed.

POC: CHARLES PEARRE, CECW-EP, 202-761-4531

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